



TOWN OF LAKE COWICHAN

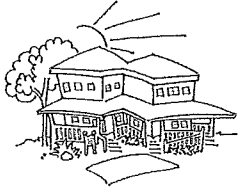
Finance and Administration Committee

Tuesday, October 11th, 2016 at 5:00 p.m. – Council Chambers

AGENDA

- | | | | | |
|---|--|---------------|-----------|-----------|
| 1. <u>CALL TO ORDER</u> | <table border="1"><tr><td>Page #</td></tr></table> | Page # | | |
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| <u>INTRODUCTION OF LATE ITEMS</u> (if applicable) | | | | |
| 2. <u>APPROVAL OF AGENDA</u> | | | | |
| 3. <u>BUSINESS ARISING AND UNFINISHED BUSINESS</u>
Ongoing Items Still Being Addressed:
(a) Policy on Community Gardens.
(b) Revival of Revitalization Tax Exemption Draft Bylaw.
(c) Municipal Hall Upgrades. | | | | |
| 4. <u>DELEGATIONS AND REPRESENTATIONS</u>
None. | | | | |
| 5. <u>CORRESPONDENCE</u>
(a) Cowichan Lake Community Services Society- Re: Council Representation on Community Outreach Team. | <table border="1"><tr><td>3</td></tr></table> | 3 | | |
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| 6. <u>REPORTS</u>
(a) Director of Finance re: Financial Report for Period ending September 30 th , 2016.
(b) Building Inspector re: Building Permits for September, 2016.
(c) Lake Cowichan Fire Department Incident Report for August, 2016. | <table border="1"><tr><td>4</td></tr><tr><td>22</td></tr><tr><td>23</td></tr></table> | 4 | 22 | 23 |
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| 7. <u>NEW BUSINESS</u>
(a) Article by Teri Clark on "Making it Personal – your own social media plan". | <table border="1"><tr><td>26</td></tr></table> | 26 | | |
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| 8. <u>NOTICES OF MOTION</u> | | | | |
| 9. <u>PUBLIC RELATIONS ITEMS</u> | | | | |
| 10. <u>MEDIA/PUBLIC QUESTION PERIOD</u> | | | | |
| 11. <u>ADJOURNMENT</u> | | | | |

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Cowichan Lake Community Services Society

P.O. Box 670, Lake Cowichan, B.C. V0R 2G0
• Phone: (250) 749-6822 • Fax: (250) 749-6839

September 21st, 2016

Joe Fernandez
Chief Administrative Officer
Town of Lake Cowichan

RE: Council Representation on Community Outreach Team

Dear Mr. Fernandez,

I am writing this letter on behalf of the Community Outreach Team (COT) to express our interest in having Tim McGonigle represent the Town Council on the COT. Tim has a vast knowledge of the Community Outreach Team and would bring a wealth of experience, expertise and knowledge to our Team. We feel that having Council sit at the table would compliment our existing team by increasing communication within the community and allowing us to work together towards meeting the needs of our community.

The purpose of the COT is to bring together local representation from a variety of organizations to identify and address the issues affecting families that live in the Cowichan Lake area and to find ways to support families to handle these issues. Our objectives include sharing information on issues that we see; formulating plans to tackle the issues that affect families; formulating plans to help individuals and families be successful and identifying high-risk families so preventative action(s) can be taken.

The Community Outreach Team meets monthly (on the 3rd Thursday of the month from 9-10:30am at Community Services) and currently has representation from the RCMP, Community Services, the Library, Palsson, LCS, the Health Unit, Primary Health Care, Ministry of Children & Family Development, Lake Cowichan First Nation, and Cowichan Lake Recreation.

The Community Outreach Team not only provides an opportunity for discussion regarding community needs and how they can be met but also about what programs are currently available to meet these needs. Ultimately, the COT is about sharing information, collaborating, strategizing and working together to support a healthy community.

We thank you for your time and consideration,

Sincerely

Sarah DeBodt

Chair, Community Outreach Team
(250) 749-6822 Fax: (250) 749-6839
Email: sarah@comserv.org

RECEIVED SEP 23 2016



Memo

TO: Chief Administrative Officer
FROM: Director of Finance
DATE: October 6, 2016
SUBJECT: Financial Report for the Period Ending September 30, 2016

The statements of revenues and expenditures for the general, sewer and water funds are attached for your review and input.

Point of Note

- Surplus is overstated due to outstanding expenditures and capital projects in progress.
- The annual property tax sale was held Monday September 26, 2016. One property was sold at tax sale and has since been redeemed.
- Last year 7 properties were sold in tax sale, all of which were redeemed during the year.
- The Town has purchased two properties listed below:

Roll 880020 - 202 Greendale Road \$ 22,690 Possible columbarium site
Roll 3015 - 271 South Shore Road \$173,210 Pickle ball site

Ronnie Gill, CGA, CPA

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Summary

	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 %
REVENUES						
Taxes	1,817,278	1,875,649	1,871,701	1,937,031	1,933,829	100%
Supplemental Adjustments	-	-	-	-	-	-
Grants-In-Lieu	49,282	49,310	48,514	48,600	48,747	100%
Penalties and Interest on Taxes	82,528	60,000	75,768	62,000	70,402	114%
Business Licences	17,375	17,000	17,750	17,000	18,725	110%
Building and Other Permits	17,660	13,200	20,191	14,200	38,974	274%
Storm Drain Connection Fees	180	-	210	-	460	-
Dog Tags and Fines	4,385	4,000	4,120	3,900	3,300	85%
Interest on Investments	41,942	20,000	41,405	20,000	40,242	201%
Fire Service to CVRD	165,532	189,012	189,012	216,658	216,658	100%
Garbage Revenues	338,945	366,000	368,636	367,500	357,420	97%
Lakeview Revenues	166,612	153,000	182,747	159,000	179,919	113%
Sale of Assets	870	-	31,054	-	52,856	-
Public Works Revenues	8,036	-	4,707	-	1,307	-
Fire Department Revenues	1,000	-	19,634	-	(1,299)	-
Other Revenue	13,371	8,800	339,335	9,750	65,137	668%
Ambulance Building Lease	44,659	44,830	44,829	45,000	33,622	75%
Public Health Lease	16,100	16,100	16,100	16,100	12,075	75%
Clec Revenues	368,965	395,200	422,890	396,200	366,362	92%
Unconditional Transfers	302,816	474,837	474,974	443,800	456,948	103%
Conditional Transfers	367,449	419,170	64,420	347,355	5,740	2%
Transfers From Reserve Funds	356,721	-	-	200,000	-	0%
Transfers From Building Reserve	-	700,000	-	750,000	-	0%
Transfer From Fire Dept Reserves	150,000	-	-	-	-	-
Transfer From Statutory Reserves	-	-	-	200,000	-	0%
Transfer from Parks Dedication Resen	-	-	-	-	21,350	-
Short term debt	144,860	-	-	-	-	-
Prior year Surplus	-	-	-	425,381	-	0%
Police Tax Levy	133,348	133,407	137,228	133,407	137,381	103%
Library Levy	116,126	119,314	119,314	123,852	123,604	100%
Collections For Other Govts.	2,087,106	2,148,493	2,163,113	2,125,350	2,110,820	99%
	6,813,147	7,207,322	6,657,651	8,062,084	6,294,581	78%

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Summary

EXPENDITURES	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 %
General Government Services	468,742	544,700	484,842	535,550	303,793	57%
Fire Department	241,119	294,200	275,789	321,800	182,607	57%
Police Force	133,349	133,407	137,228	133,407	124,174	93%
Bylaw Enforcement & Other	48,436	67,000	48,767	67,000	35,565	53%
Public Works Administration	125,270	119,500	91,761	126,700	40,842	32%
Public Works Roads	367,202	428,500	332,615	428,500	228,297	53%
Public Works - Equipment & Other	(121,809)	-	(157,353)	-	(68,036)	-
Garbage Expenses	350,916	359,500	370,081	383,000	287,739	75%
Planning, Health & Other	35,666	79,750	48,673	55,100	25,233	46%
Centennial Hall Expenses	-	-	-	-	-	-
Info Centre	16,617	13,600	17,024	22,000	11,652	53%
Parks	200,294	239,000	209,793	240,400	158,320	66%
Lakeview Park	142,283	152,900	146,810	159,000	159,808	101%
CLEC Expense	437,834	430,700	432,171	431,700	352,548	82%
Lakeview Road	1,540	11,000	2,754	10,000	-	0%
Transfer To Library	116,128	119,314	119,314	123,852	92,889	75%
Capital	1,616,603	1,741,758	856,675	2,569,725	365,488	14%
Debt Charges - Interest	2,146	3,000	1,852	3,000	2,192	73%
Debt Payments - Fire	191,250	200,000	175,110	200,000	141,740	71%
Amortization	514,621	-	550,331	-	-	-
Transfers To Reserve Funds	235,844	121,000	324,743	126,000	-	0%
Transfer Equip. Recovery to Reserve	-	-	-	-	-	-
Transfer To Surplus	-	-	-	-	-	-
Transfers To Other Governments	2,087,106	2,148,493	2,163,113	2,125,350	2,032,216	96%
	7,211,154	7,207,322	6,632,093	8,062,084	4,477,066	56%
Surplus(Deficit)	(398,007)	-	25,558	0	1,817,515	

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of General Government Expenses

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
General Government Services						
Mayor and Council Indemnities	59,017	68,000	68,000	69,500	50,686	73%
Mayor and Council Expenses	33,481	41,500	30,304	41,500	26,826	65%
Mildred Child Annex	3,373	4,400	2,556	2,600	1,829	70%
Municipal Hall	17,353	21,000	16,371	21,150	12,833	61%
Office Wages	410,356	413,520	393,621	414,000	303,897	73%
Office Expenses	33,403	56,480	29,035	56,100	43,027	77%
Data Processing	20,771	22,000	20,466	22,200	20,634	93%
Legal Expense	7,369	15,000	9,215	15,000	20,479	137%
Audit	10,500	26,000	23,792	26,000	8,558	33%
Elections	4,779	2,000	-	2,000	-	0%
Insurance	53,623	72,000	49,638	72,000	45,014	63%
Grants-in-aid	6,199	5,500	6,115	5,500	2,485	45%
Ohtaki expense	5,251	7,000	5,059	7,000	98	1%
Ohtaki recoveries	(85)	-	-	-	-	-
Payroll Benefits Clearing	13,583	-	40,370	-	(13,572)	-
Insurance and administration recovery	(210,230)	(209,700)	(209,700)	(219,000)	(219,000)	100%
	468,742	544,700	484,842	535,550	303,793	57%

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Protective Services Expenses

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
Fire Department						
Firefighters indemnities	82,944	89,000	101,748	95,000	67,774	71%
Other Wage Costs	16,786	15,000	17,183	15,000	12,498	83%
Town Administration	7,785	7,500	7,500	8,000	8,000	100%
Fire Hall Operations and Maint.	47,354	44,200	45,413	45,200	26,720	59%
Miscellaneous Operations	30,741	48,700	51,391	67,900	20,290	30%
Training	14,788	24,000	12,996	24,000	11,187	47%
Fire Vehicles & Equipment	40,720	65,800	39,557	66,700	36,138	54%
	241,119	294,200	275,789	321,800	182,607	57%
Bylaw Enforcement & Other						
Emergency Measures	-	7,000	-	7,000	-	0%
Bylaw Enforcement/Animal Control	15,683	20,000	14,906	20,000	11,248	56%
Building Inspection	32,753	40,000	33,861	40,000	24,317	61%
	48,436	67,000	48,767	67,000	35,565	53%

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Public Works Expenses

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
PW Administration						
Shop and Yard	43,648	44,300	32,315	44,300	24,003	54%
PW Admin Wages	212,502	210,000	199,001	210,000	145,118	69%
PW Admin Other	5,244	14,700	4,287	14,700	3,625	25%
Safety and Training	13,865	15,800	21,458	16,300	26,697	164%
Office Administration Charge	13,585	14,200	14,200	14,300	14,300	100%
Recovery from Utilities	(163,575)	(179,500)	(179,500)	(172,900)	(172,900)	100%
	125,270	119,500	91,761	126,700	40,842	32%
Equipment Costs						
Equipment	141,210	-	32,614	-	51,859	-
Equipment Allocations	(263,019)	-	(189,967)	-	(120,016)	-
	(121,809)	-	(157,353)	-	(68,157)	-
Other Costs						
Billable Outside Jobs	-	-	(0)	-	121	-
Billable Outside Jobs - Recoveries	-	-	-	-	-	-
	-	-	(0)	-	121	-

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Public Works Expenses

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
Road Maintenance						
Banners	8,596	9,000	2,475	9,000	370	4%
Boulevards	30,604	31,000	54,719	31,000	36,712	118%
Crack Sealing	-	10,000	7,880	10,000	-	0%
Dangerous Trees	5,215	13,000	9,826	13,000	5,007	39%
Ditches & Culverts	14,213	15,000	2,618	15,000	1,584	11%
Dust Control	2,180	4,000	2,267	4,000	1,734	43%
Landscaping	16,006	15,400	2,981	15,400	6,945	45%
Litter Control	15,695	9,000	9,714	16,000	14,707	92%
Marking	14,723	10,000	15,063	10,000	14,302	143%
Mowing	20,974	13,000	5,943	13,000	1,737	13%
Patching	9,996	15,000	10,263	15,000	10,836	72%
Roads-other	19,455	13,700	15,907	13,700	2,406	18%
Seasonal decoration	11,616	12,000	14,588	12,000	1,957	16%
Shoulders	6,639	14,000	6,587	14,000	6,354	45%
Sidewalks	15,670	16,000	19,828	16,000	13,803	86%
Signs	9,411	18,000	7,078	11,000	6,791	62%
Snow removal	14,224	50,000	5,015	50,000	4,349	9%
Storm Drains & Catch Basins	42,165	50,000	38,298	50,000	23,522	47%
Street Lighting	78,326	79,000	72,591	79,000	51,287	65%
Street Sweeping	10,612	11,000	8,576	11,000	3,492	32%
Office Administration Charge	20,880	20,400	20,400	20,400	20,400	100%
	367,202	428,500	332,615	428,500	228,297	53%

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Garbage Collection

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
Garbage Collection						
Revenues						
Regular collections	305,534	308,000	309,926	310,000	311,994	101%
Toter rentals	3,753	4,000	3,804	3,500	4,177	119%
Penalties	4,137	4,000	4,125	4,000	2,135	53%
Recycling	25,522	50,000	50,781	50,000	39,115	78%
	338,945	366,000	368,636	367,500	357,420	97%
Expenditures						
Regular collection costs	202,400	191,000	237,936	237,000	182,948	77%
Special collections	-	-	-	-	-	-
Office Administration Charges	15,850	16,000	16,000	17,100	17,100	100%
PW Administration Charges	22,190	22,500	22,500	23,900	23,900	100%
Tipping Fees	72,156	80,000	54,775	60,000	40,910	68%
Recycling costs	38,320	50,000	38,870	45,000	22,881	51%
	350,916	359,500	370,081	383,000	287,739	75%
Net	(11,971)	6,500	(1,445)	(15,500)	69,681	

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Other Development Services

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
Public Health						
Ambulance Building Lease	44,659	44,830	44,829	45,000	33,622	75%
Public Health Lease	16,100	16,100	16,100	16,100	12,075	75%
Public Health Expenses	<u>10,497</u>	<u>13,400</u>	<u>7,689</u>	<u>13,500</u>	<u>7,152</u>	53%
NET	<u>50,262</u>	<u>47,530</u>	<u>53,240</u>	<u>47,600</u>	<u>38,545</u>	81%
Planning						
Planning and Zoning Expenses	<u>23,012</u>	<u>32,500</u>	<u>15,386</u>	<u>32,500</u>	<u>13,015</u>	40%
Other Functions						
Town Economic Development	-	8,500	2,120	3,500	1,127	32%
Age Friendly Grant	-	19,850	19,715	-	-	-
BC Healthy Communities	2,491	-	-	-	-	-
BC Healthy Communities Grant	(2,491)	-	-	-	-	-
Pacific Marine Circle Route	-	1,000	-	1,000	-	0%
Heritage Advisory	2,157	1,500	717	1,500	860	57%
Trail signage	-	-	-	-	-	-
Cowichan Aquatic Centre	-	3,000	3,046	3,100	3,079	99%
Neighbourhood of learning	-	-	-	-	-	-
	<u>2,157</u>	<u>33,850</u>	<u>25,598</u>	<u>9,100</u>	<u>5,066</u>	56%
Total Development Services Expenses	<u>35,666</u>	<u>79,750</u>	<u>48,673</u>	<u>55,100</u>	<u>25,233</u>	46%
Centennial Hall						
	-	-	-	-	-	-
Info Centre						
PW Labour	612	3,000	968	2,500	836	33%
Water, Sewer & Garbage	1,207	1,200	1,216	700	647	92%
Other Expenses	14,798	9,400	14,841	20,000	10,169	51%
PW Recoveries	-	-	-	(1,200)	-	0%
	<u>16,617</u>	<u>13,600</u>	<u>17,024</u>	<u>22,000</u>	<u>11,652</u>	53%

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Parks

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
Parks						
Beaver Park	31	500	31	500	-	0%
Bell Tower School	2,388	2,400	1,378	2,400	1,293	54%
Centennial Park	23,062	24,000	23,971	24,000	10,150	42%
Central Park	19,367	19,000	16,593	19,000	13,726	72%
Civic Square	2,281	5,000	929	2,500	913	37%
Communities in Bloom	1,418	3,000	379	3,000	36	1%
Community Garden	2,043	1,500	1,388	1,500	2,952	197%
Cougar Sign Landscaping	1,499	3,000	2,687	3,000	2,517	84%
Dashwood Park	231	1,200	672	1,200	364	30%
Entrance Sign	7,844	10,000	12,622	10,000	7,566	76%
Footbridge	5,868	4,000	4,771	4,500	3,956	88%
Footpath maintenance	3,406	2,000	1,506	2,000	357	18%
Forest Ranger Building	1,644	2,000	1,091	1,400	1,685	120%
Gillespie Park	488	1,000	608	1,000	1,242	124%
Greendale Park	1,720	5,000	7,576	5,700	2,144	38%
Heritage Garden	3,293	5,000	4,089	5,000	4,920	98%
Kaatza Museum	8,951	10,000	6,772	10,000	5,427	54%
King George Roundabout Park	3,623	10,000	5,842	10,000	5,896	59%
Lakedays Preparation	1,619	2,000	1,863	2,000	1,511	76%
Marina Park	1,965	2,000	2,713	1,700	1,717	101%
Memorial Park	3,790	6,000	6,907	6,500	3,477	53%
Ohtaki Park/Kasapi Center	1,289	15,000	2,807	15,000	4,247	28%
Park Bench Maintenance	8,495	5,000	5,537	5,000	3,224	64%
Parks General	16,719	16,000	14,969	16,000	12,211	76%
Parkstone Park	912	2,000	830	2,000	851	43%
Joginder Bains Park - Point Ideal	3,438	3,500	1,585	3,500	1,594	46%
Ravine Park	-	500	-	500	-	0%
Riverside Park	5,945	5,500	5,721	5,900	4,092	69%
Sahtlam Park	1,072	3,000	1,885	2,500	1,307	52%
Saywell Park	24,709	20,000	19,623	20,000	11,400	57%
Seniors Centre	773	1,000	2,711	2,100	1,276	61%
Ted Burns Nature Preserve	121	1,000	323	1,000	606	61%
Tennis Courts	883	1,000	941	1,000	4,425	442%
Town Square	930	3,000	11,227	3,000	4,803	160%
Trans Canada Trail	6,930	5,000	2,493	5,000	3,633	73%
Trestle Walkway	1,968	3,000	1,874	3,000	512	17%
Vandalism	988	5,000	874	5,000	2,939	59%
Washrooms	12,363	13,000	13,020	15,000	11,860	79%
Winter Park	3,527	6,500	7,588	7,000	6,491	93%
Office Administration Charge	12,700	11,400	11,400	11,000	11,000	100%
	<u>200,294</u>	<u>239,000</u>	<u>209,793</u>	<u>240,400</u>	<u>158,320</u>	<u>66%</u>

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Parks

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
Lakeview Park						
Reservations	106,818	104,000	120,276	110,000	125,418	114%
Walk Ins	28,034	22,000	29,457	22,000	22,000	100%
Power Fees	19,623	18,000	21,416	18,000	19,956	111%
Propane	-	-	-	-	-	-
Wood and ice sales	5,005	3,000	3,556	3,000	6,412	214%
Operating Grant	-	-	-	-	-	-
Other Revenue	-	-	-	-	52	-
Moorage	7,132	6,000	8,042	6,000	6,081	101%
	<u>166,612</u>	<u>153,000</u>	<u>182,747</u>	<u>159,000</u>	<u>179,919</u>	<u>113%</u>
Office Administration Charge	7,185	7,300	7,300	7,600	7,600	100%
CLEC Admin Charges	30,000	30,000	30,000	30,000	30,000	100%
Summer Student Wages	35,708	40,000	42,923	45,000	53,718	119%
Maintenance Wages	7,031	6,000	4,861	6,000	5,123	85%
Contracted Services	3,926	6,500	9,822	10,000	10,075	101%
PW Labour	86	500	849	1,000	1,153	115%
Hydro and Electricity	6,772	7,200	6,418	7,600	4,712	62%
Materials and Supplies	18,502	15,000	10,822	15,000	12,499	83%
Other Expenses	7,735	5,900	8,246	7,400	7,913	107%
Water, Sewer & Garbage	9,921	7,800	9,948	7,800	9,978	128%
Park Attendant/ Security	11,098	18,000	10,472	15,000	13,349	89%
Public Works Charges	97	700	263	500	1,305	261%
Telephone	2,944	4,000	3,136	4,000	2,382	60%
Equipment allocations	1,278	4,000	1,751	2,100	-	0%
	<u>142,283</u>	<u>152,900</u>	<u>146,810</u>	<u>159,000</u>	<u>159,808</u>	<u>101%</u>
Net	<u>24,329</u>	<u>100</u>	<u>35,937</u>	<u>-</u>	<u>20,111</u>	

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of CLEC

	2014 Actuals	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals	2016 %
Revenues						
Group Revenues	361,188	385,000	417,090	390,000	355,974	91%
Programming revenues	2,578	5,000	-	1,000	6,588	659%
Rental Income	5,200	5,200	5,200	5,200	3,800	73%
JCP	-	-	600	-	-	-
	<u>368,965</u>	<u>395,200</u>	<u>422,890</u>	<u>396,200</u>	<u>366,362</u>	<u>92%</u>
Expenditures - Variable						
Program Services	10,796	10,000	8,662	10,000	5,315	53%
Kitchen Wages	70,655	70,000	76,563	70,000	59,354	85%
Food Supplies	58,477	60,000	67,394	60,000	59,651	99%
Custodians	27,785	30,000	32,046	30,000	28,667	96%
Equipment	-	-	-	-	-	-
Supplies	3,976	4,000	2,499	4,000	3,223	81%
	<u>171,689</u>	<u>174,000</u>	<u>187,164</u>	<u>174,000</u>	<u>156,210</u>	<u>90%</u>
Expenditures - Fixed						
Admin Salaries	174,718	180,000	164,005	180,000	128,688	71%
Wage Recoveries	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	100%
Housing Allowance	5,200	5,200	5,200	5,200	3,800	73%
Town Administration	19,135	20,000	20,000	21,000	21,000	100%
Electricity	18,439	19,000	17,749	19,000	13,627	72%
Heat	20,080	19,000	9,161	19,000	7,755	41%
Telephone & other Utilities	9,196	9,300	9,815	9,300	7,767	84%
Bad Debts	-	-	-	-	-	-
Advertising	-	2,000	-	1,000	-	0%
Contracted Services	7,472	5,000	15,191	6,000	13,115	219%
Maintenance	36,410	21,000	30,831	21,000	21,521	102%
Public Works Charges	5,496	6,000	3,017	6,000	7,162	119%
Miscellaneous Operations	-	200	38	200	1,903	952%
	<u>266,145</u>	<u>256,700</u>	<u>245,007</u>	<u>257,700</u>	<u>196,338</u>	<u>76%</u>
Total Expenses	<u>437,834</u>	<u>430,700</u>	<u>432,171</u>	<u>431,700</u>	<u>352,548</u>	<u>82%</u>
NET CLEC OPERATIONS	<u>(68,868)</u>	<u>(35,500)</u>	<u>(9,281)</u>	<u>(35,500)</u>	<u>13,815</u>	
NET LAKEVIEW AND CLEC	<u>(44,539)</u>	<u>(35,400)</u>	<u>26,656</u>	<u>(35,500)</u>	<u>33,926</u>	
Lakeview Park Road						
Road maintenance	1,540	11,000	2,754	10,000	-	13%
NET	<u>(46,079)</u>	<u>(46,400)</u>	<u>23,902</u>	<u>(45,500)</u>	<u>33,926</u>	

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Capital Expenses

	2014 Budget	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 Var
General							
Hazmat Inventory	-	-	20,000	16,770	40,000	5,000	13%
Asset appraisal - Insurance	-	-	-	-	10,000	-	0%
Computer Equipment	5,000	2,280	10,000	-	12,000	-	0%
Health Unit Repairs	-	-	-	-	-	-	-
Office Equipment	-	-	-	-	5,000	-	0%
Land Purchase	-	5,359	32,378	379,129	40,000	22,665	57%
Office Improvements	-	-	-	-	-	-	-
Town hall renovations	950,000	4,862	1,000,000	39,991	1,300,000	52,913	4%
Museum Roof	-	-	-	-	-	-	-
	<u>955,000</u>	<u>12,501</u>	<u>1,062,378</u>	<u>435,890</u>	<u>1,407,000</u>	<u>80,578</u>	<u>6%</u>
CLEC							
Clec Windows	-	-	25,000	-	34,000	19,789	58%
Clec Roofing	15,000	-	17,000	7,500	16,000	34,771	217%
Clec Renovations	-	-	20,000	2,118	10,000	6,276	63%
Defibrillators	2,000	-	4,000	4,249	-	-	-
Electrical upgrades	20,000	-	-	-	12,300	25,076	204%
Matresses	-	-	-	-	-	-	-
Linens Etc.	-	-	-	-	-	-	-
Concrete patio/deck renovation	10,000	9,594	13,500	8,500	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>47,000</u>	<u>9,594</u>	<u>79,500</u>	<u>22,367</u>	<u>72,300</u>	<u>85,912</u>	<u>119%</u>
Fire Department							
Air Shoring	5,000	5,350	5,000	2,675	-	-	-
Computer Equipment Mobile CAD	5,000	840	-	-	-	-	-
Data Administration	5,000	1,000	-	-	5,000	1,726	35%
Compressor fan - firehall	-	-	4,000	2,449	-	-	-
Exhaust Nederman damage #10	3,000	3,928	-	-	-	-	-
Fire/Rescue Truck	245,000	254,860	-	-	-	-	-
SCBA Packs	-	-	-	-	-	-	-
Heat Pump/Generator Replacement	-	-	15,000	-	15,000	-	0%
Inventory-Fire trucks and equipment	-	-	-	-	-	-	-
Misc Fire Equipment	7,000	8,404	3,000	6,644	3,000	5,173	172%
Pagers	-	-	-	-	6,000	-	0%
Bi-yearly business inspection / Preplans for Buildings	5,000	-	-	-	5,000	-	0%
Projector screen/color printer	2,800	1,298	-	-	-	-	-
Rescue boat	-	-	-	-	-	-	-
ATV Truck Pump	-	-	-	-	8,000	8,193	102%
Repaint Firehall	-	-	5,000	7,900	5,000	6,800	136%
Thermal Camera	-	-	6,000	7,865	-	-	-
Turnout Gear Dryer - Cap	-	-	10,000	8,951	-	-	-
Training Ground Facilities	-	-	-	-	10,000	-	0%
Truck purchase	55,000	57,233	-	-	-	-	-
Tools and Equipment	6,000	9,878	6,000	6,079	3,000	-	0%
Holmatro upgrade and used pump	-	-	-	-	-	-	-
Hoses and valving	8,000	3,275	8,000	6,133	8,000	8,926	112%
Ventilation fan	3,000	-	-	-	-	-	-
	<u>349,800</u>	<u>346,065</u>	<u>62,000</u>	<u>48,695</u>	<u>68,000</u>	<u>30,819</u>	<u>45%</u>

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
General Fund - Schedule of Capital Expenses

	2014 Budget	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 Var
Public Works							
Equipment Purchase	440,000	356,721	-	-	200,000	-	0%
Computer Equip/Software - Cap	-	-	-	-	-	-	-
Computer Software	11,500	-	-	-	-	-	-
Annual Paving Program	45,000	-	190,000	129,681	-	-	-
North Shore Rd Engineering	-	-	40,000	5,033	10,000	-	0%
Organic Waste Containers	140,000	114,687	-	-	-	-	-
Pedestrian Crosswalks	-	-	-	-	-	-	-
PW Truck Shelter - Cap	-	-	10,000	-	15,000	9,858	66%
Sidewalks	-	-	40,000	13,254	50,000	-	0%
Signs - Capital	30,000	15,255	50,000	15,207	60,000	2,518	4%
South Shore Road Improvements	180,000	176,902	-	-	-	-	-
South Shore Rd Landscaping/Irrigation	-	-	-	-	-	-	-
Renfrew Town Square	480,000	499,349	-	-	-	-	-
Stormwater Mapping	112,035	74,156	37,880	4,681	-	-	-
Small tools	15,000	8,716	5,000	2,558	10,000	1,191	12%
	<u>1,453,535</u>	<u>1,245,786</u>	<u>372,880</u>	<u>170,413</u>	<u>345,000</u>	<u>13,566</u>	<u>4%</u>
Lakeview Park							
JCP - Cap	-	-	-	-	-	-	-
Lakeview JCP Recoveries	-	-	-	-	-	-	-
JCP Recoveries - Cap	-	-	-	(30,122)	-	(14,467)	-
Resurfacing campsites - gravel/sand	-	-	3,000	-	10,000	3,334	33%
Floating walkway repairs	-	-	7,000	13,500	-	-	-
Lakeview Washrooms	15,000	-	30,000	13,102	60,000	27,863	46%
	<u>15,000</u>	<u>-</u>	<u>40,000</u>	<u>(3,521)</u>	<u>70,000</u>	<u>16,729</u>	<u>24%</u>
Parks							
Central Park Washroom/Stage	-	-	60,000	107,517	-	32,188	-
Centennial Park	30,000	2,658	25,000	18,531	10,000	7,961	80%
Little League	-	-	-	-	-	-	-
Misc Parks Capital	-	-	-	-	-	-	-
Marina Park Dock Repairs	-	-	-	-	20,000	18,000	90%
Park Benches	-	-	-	-	-	0	-
Centennial Park Upgrades	-	-	-	-	577,425	79,734	14%
Saywell Park Improvements	-	-	40,000	49,162	-	-	-
Saywell Park JCP	-	-	-	7,017	-	-	-
Saywell Park JCP Recoveries	-	-	-	-	-	-	-
Kaatza Museum JCP	-	-	-	603	-	-	-
	<u>30,000</u>	<u>2,658</u>	<u>125,000</u>	<u>182,830</u>	<u>607,425</u>	<u>137,884</u>	<u>23%</u>
Total General Capital	<u>2,850,335</u>	<u>1,616,603</u>	<u>1,741,758</u>	<u>856,675</u>	<u>2,569,725</u>	<u>365,488</u>	<u>14%</u>

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
Sewer Fund

	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 %
Revenues						
User Rates	428,719	430,000	434,229	434,000	427,365	98%
Connection Fees	180	500	2,710	700	3,362	480%
Penalties And Other Interest	4,979	4,500	4,895	4,600	2,670	58%
Sewer Facilities Grant	-	-	-	-	-	-
Conditional Grants	-	1,350,000	1,351,200	-	-	-
Debt	-	-	-	-	-	-
Parcel Tax	164,200	164,000	163,900	163,600	163,700	100%
Contribution from others	-	-	-	-	4,075	-
Transfer From Surplus	-	365,000	-	90,100	-	0%
	<u>598,079</u>	<u>2,314,000</u>	<u>1,956,934</u>	<u>693,000</u>	<u>601,172</u>	<u>87%</u>
Expenditures						
Administration	1,520	2,700	1,622	2,700	1,590	59%
Office Administration	47,340	47,300	47,300	54,000	54,000	100%
Consumption Rebates	1,463	1,500	838	1,500	225	15%
PW Administration	59,175	75,000	75,000	67,000	67,000	100%
Discounts	29,848	29,000	29,977	29,000	30,908	107%
General Maintenance	48,629	68,000	65,875	68,000	31,482	46%
Connections Maintenance	6,982	9,500	6,723	9,500	4,327	46%
Chlorination	6,571	8,000	7,593	8,000	4,618	58%
New Connections	4,414	8,000	276	4,000	-	0%
Sewer Flushing	6,015	6,500	7,120	6,500	29	0%
Sewer Pump Maintenance	25,709	46,500	40,957	46,500	31,550	68%
Sewer Lagoon Maintenance	41,309	92,000	89,846	91,300	53,506	59%
Transfer to Surplus	-	-	-	-	-	-
Amortization - Sewer Fund	56,078	-	74,943	-	-	-
Capital	37,367	1,920,000	1,558,464	305,000	82,963	27%
	<u>372,421</u>	<u>2,314,000</u>	<u>2,006,534</u>	<u>693,000</u>	<u>362,197</u>	<u>52%</u>
Surplus(Deficit)	<u>225,658</u>	<u>-</u>	<u>(49,600)</u>	<u>-</u>	<u>238,975</u>	

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
Sewer Fund

	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 %
<u>SEWER CAPITAL</u>						
Liftstation Upgrades	-	-	-	30,000	-	0%
Sewer I&I	10,141	220,000	21,550	175,000	60,980	35%
SEWER TREATMENT MISCELLANEOUS	-	-	-	-	-	-
SEWER TREATMENT CONSTRUCTION	27,226	1,700,000	1,536,914	100,000	21,983	22%
Wellington Sanitary Sewer	-	-	-	-	-	-
Riverside Force Main	-	-	-	-	-	-
	<u>37,367</u>	<u>1,920,000</u>	<u>1,558,464</u>	<u>305,000</u>	<u>82,963</u>	<u>27%</u>

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
Water Fund

	2014 Budget	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 %
Revenues							
User Rates	494,000	516,327	516,000	521,729	520,000	512,437	101%
Connection Fees	1,000	180	600	6,660	600	5,520	1110%
Fire Hydrant Installation & other	-	6,390	1,500	9,622	1,500	4,948	641%
Other Penalties And Interest	6,500	6,563	6,500	6,028	6,500	3,182	93%
Infrastructure Grant	-	-	71,327	-	1,200,000	-	0%
Debt	-	-	-	-	-	-	-
Parcel Tax	167,300	167,400	167,200	167,100	233,660	233,800	100%
Transfer From Surplus	-	-	19,413	-	153,000	-	0%
	<u>668,800</u>	<u>696,860</u>	<u>782,540</u>	<u>711,139</u>	<u>2,115,260</u>	<u>759,886</u>	<u>36%</u>
Expenditures							
Administration	3,400	1,138	3,400	1,060	3,400	1,810	53%
Office Administration	65,770	65,770	65,600	65,600	65,600	65,600	100%
PW Administration	82,210	82,210	82,000	82,000	82,000	82,000	100%
Consumption Rebates	1,500	1,463	1,500	838	1,500	225	15%
Discounts	36,000	36,023	36,000	36,215	37,800	37,864	100%
Safety and Training	4,500	364	4,500	6,405	4,500	155	3%
Chlorination	8,000	7,943	8,000	9,158	8,000	8,278	103%
Flushing	9,900	9,414	11,000	11,618	11,000	12,181	111%
Reservoir	4,500	1,474	4,500	4,161	4,500	2,918	65%
General Maintenance	89,000	65,335	89,000	83,099	89,000	51,727	58%
Hydrants	24,000	25,879	24,000	14,723	22,660	10,045	44%
New Connections	10,000	3,038	8,000	7,950	8,000	1,382	17%
Connection Maintenance	75,000	60,983	75,000	55,827	75,000	44,786	60%
Water Meters	6,000	4,822	6,000	11,322	6,200	7,742	125%
Pump House Maintenance	32,800	24,576	32,800	33,226	32,800	26,734	82%
Booster Pumps Maintenance	10,250	7,171	10,250	11,239	10,300	7,717	75%
Slopes water pump station	8,000	6,767	8,000	4,791	8,000	2,968	37%
Greendale Water Connection	6,000	2,782	6,000	3,469	5,000	7,199	144%
Transfer to surplus	100,970	-	-	-	-	-	-
Amortization - Water Fund	-	93,040	-	103,480	-	-	-
Capital	91,000	33,158	306,990	16,540	1,640,000	7,578	0%
	<u>668,800</u>	<u>533,351</u>	<u>782,540</u>	<u>562,721</u>	<u>2,115,260</u>	<u>378,909</u>	<u>18%</u>
Surplus(Deficit)	-	163,509	-	148,418	-	380,977	-

TOWN OF LAKE COWICHAN
Statement of Expenditure - September 30, 2016
Water Fund

	2014 Budget	2014 YTD Actuals	2015 Budget	2015 YTD Actuals	2016 Budget	2016 YTD Actuals	2016 %
<u>WATER CAPITAL</u>							
Cowichan Lake Road Loop	-	-	-	-	-	-	-
Fire Hydrant Upgrades	15,000	-	-	-	-	-	-
Flow meter / recorder equipment	-	-	-	-	20,000	7,578	38%
Water metering	-	-	-	-	-	-	-
Water Modelling	6,000	5,053	-	-	-	-	-
Water Treatment Upgrade	50,000	17,660	200,000	16,540	1,600,000	-	0%
Watermain upgrades	-	-	106,990	-	20,000	-	0%
Wilson & Park Watermain	20,000	10,445	-	-	-	-	-
	<u>91,000</u>	<u>33,158</u>	<u>306,990</u>	<u>16,540</u>	<u>1,640,000</u>	<u>7,578</u>	<u>0%</u>



Building Report

TO: Chief Administrative Officer

SUBJECT: Building Permit Summary for the Month of SEPTEMBER

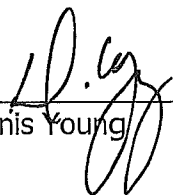
DATE: OCT. 4/16

FROM: Building Inspector

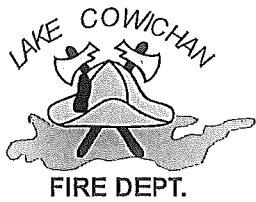
Applications

	Outstanding Permits		Applications Completed		Taken out in Current Month
	Previous Years'	Current Year	Previous Years'	Current Year	
Single Family Dwellings	1	17	1	2	2
Commercial		1			
Carport / garage		2			2
Demolitions		1			1
Renovations	4	9			1
Deck		3		1	3
Lawn Sprinkler / Woodstove					
Relocated Home				1	
Other _____					
TOTALS	5	33	1	4	9

Building Permit Fees	Value of construction	Permit fees
For the current month	375,638.00	3,958.00
Year to Date	3,038,157.00	36,101.60



 Dennis Young



Lake Cowichan Fire Department

P.O. Box 31

Lake Cowichan, BC

V0R 2G0

(250)749-3522

August 2016 Monthly Incident Report

1 Business Meeting / Practice
4 Practices
4 MVA
5 Medical Aids
3 Alarms Activated
1 Structure Fire
1 Lift Assist
1 Fire Prevention Meeting
1 Burning Complaint
1 Hydro Line Fire
7 N.F.P.A. Tests
5 Brush Fire
1 Truck Clean
2 Officer's /Monthly Duty Sheets
1 Secretary/Treasurer Monthly Stipend

Total Call Outs & Practices

\$9680.22

Grand Total

\$9680.22



Lake Cowichan Fire Department
P.O. Box 31
Lake Cowichan, BC
V0R 2G0
(250)749-3522

Fire Stats August 2016

<u>Date</u>	<u>Time</u>	<u>Location</u>	<u>Incident</u>	<u>Men</u>	<u>Hrs</u>	<u>Cost</u>
08/01	2:17 PM	266 South Shore Rd	Burning Complaint	2	1	\$37.67
08/01	7:43 PM	227 Grants Lake Rd	Medical Aid	14	1	\$225.84
08/01	8:15 PM	Friendship Forest	Medical Aid	11	1	\$169.77
08/02	2:56 AM	142 Neva Rd	Alarms Activated	13	1	\$209.11
08/02	7:00 PM	Fire Hall	Business Meeting	22	2	\$797.10
08/08	5:05 PM	25 North Shore Rd	MVA	21	1	\$362.55
08/08	9:53 PM	9041 Meades Creek Rd	Lift Assist	8	1	\$94.43
08/08	7:00 PM	Fire Hall	Practice	24	2	\$798.48
08/10	5:30 PM	Fire Hall	Truck Check	9	2	\$260.86
08/11	8:15 AM	8365 Beaver Rd	MVA	14	1	\$225.15
08/12	5:00 PM	Youbou Rd/HWY 18	Bush Fire	14	1	\$264.49
08/18	5:35 PM	375 Lake Park Rd	Bush Fire	20	1	\$359.90
08/18	5:50 PM	Cowichan Lodge	Bush Fire	19	1	\$359.90
08/15	10:55 AM	8377 Youbou Rd	MVA	8	1	\$134.06
08/15	7:00 PM	Fire Hall	Practice	25	2	\$835.86
08/16	2:45 PM	HWY 18 1km West of Connector	MVA	10	1	\$190.13
08/16	4:58	8875 Youbou Rd	Alarms Activated	12	1	\$223.19
08/16	6:00 PM	Chemainus F.D	Fire Prevention Meeting	1	2.5	\$49.18
08/19	4:30 PM	9174 Marble Bay Rd	Hydro Line Fire	11	1	\$189.15
08/19	6:30 PM	37 North Shore Rd	Medical Aid	11	1	\$206.17

08/19	7:02 PM	8836 Vista Heights	Structure Fire	17	1	\$301.87
08/22	7:00 PM	Fire Hall	Practice	24	2	\$835.86
08/25	3:55 PM	318 South Shore Rd	Alarms Activated	13	1	\$246.20
08/28	4:06 AM	7680 HWY 18	MVA	11	1	\$208.82
08/28	4:06 PM	176 Wilson Rd	Medical Aid	14	1	\$244.82
08/29	7:00 PM	Fire Hall	Practice	27	2	\$982.62
08/31	2:08 PM	6578 Old Cowichan Lake Rd	Bush Fire	11	1	\$207.15
08/31	2:55 PM	8580 North Shore Rd	Medical Aid	15	1	\$264.20
			N.F.P.A Tests	2	14	\$108.00
			Officer/Member Duty Sheets	2	7	\$137.69
			Sec/Treasurer Stipend			\$150.00
		Total				\$9680.22

Making It Personal

Developing your own social media plan

Few people would argue that their municipality needs a social media plan. A well thought out social media strategy is just common sense. But, there aren't many municipal leaders who take the same strategic approach to their *personal* social media use.

Whether you are senior staff or an elected official, you have invested a lot of time and hard work to achieve your goals. All of it can be undone in 140 characters or a single photo. A plan will help you think through how you want to use social media to support the professional reputation that you have been cultivating throughout your career.

Any good communication strategy starts with some research, which is why it's a good idea for elected officials and public sector managers to "lurk" before they launch. This means following others before posting any content yourself. It is valuable to watch what your stakeholders are saying, as well as how they are interacting with others.

One of the most useful aspects of social media is its ability to target key audiences. Identifying who you hope to reach and seeing how others are using social media platforms to advance specific goals is tremendously useful. However, the world is a big place – be specific about what groups or audiences you want to reach and engage.

Developing a plan does not have to be a daunting or lengthy process. A good social media plan can be short and sweet. Map out answers to obvious questions:

- ▶ Why are you using it?
- ▶ What are your goals?
- ▶ What is your strategy to achieve those goals?
- ▶ Who is your target audience?

Sample Twitter Strategy

Strategy statement

"This account will be used to deliver 'news' and to engage on matters related to my work, public affairs, and my local community."

Goals

What are your specific goals? For example, an elected official might have goals such as "Building productive relationships with people in my community, growing my base of political support, and inspiring people to volunteer on future campaigns."

Guidelines

It can help to use a traffic light model here. What kinds of posts are obvious and safe for you? What topics or actions warrant caution? And, what posts are career limiting? For example:

Red Light

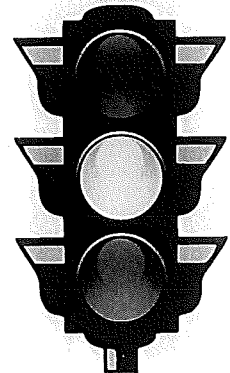
- ▶ Commenting on government policies.
- ▶ Engaging in discussions that violate privacy rules.
- ▶ Debating topics or issues.

Yellow Light

- ▶ Answering resident complaints on Twitter.
- ▶ Commenting on matters in neighbouring municipalities.

Green Light

- ▶ Positive initiatives and events in my community.
- ▶ Promoting conferences in which I am participating.

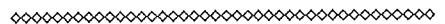


- ▶ What types of things will you comment on?
- ▶ What topics will you avoid?
And, the *most important* question:
- ▶ How do you want to be remembered, five years after you retire?
There is an element of personal branding to social media. If you don't manage your brand, you may not like where you land.

In a practical sense, dinner party rules apply. People gravitate to other people that are charming, polite, positive, and friendly. Loud, negative, and rude behavior can steal the spotlight for a while, but in the long term, your seat at the table will disappear.

Building Your Plan

Every plan needs a purpose or objective. Give careful thought to what you want to achieve by being on social media. Which of the following do you want to accomplish?



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Sample Facebook Strategy

Strategy statement

"My Facebook page will be a polished, but accurate reflection of my life. It will be the coffee table book version of who I am. My approach will be fairly 'private,' recognizing that everything I post can be shared, and therefore, actual 'control' over the content I share is not possible. I will only post pictures that my family or friends are likely to feel great about. I will not include photos that have geotags or other location tracking settings, and I will not post material that advertises that our family is away from home."

Goals

State specific goals, such as "Building, maintaining, and enhancing my relationships with family and friends."

Guidelines

A traffic light model for Facebook might look like this:

Red Light

- ▶ Photos that contain geotags or other location tracking features.
- ▶ Content that provides insights into family routines.
- ▶ Debating politics or issues (If someone wants to debate, I will call them, meet with them, or simply decline).

Yellow Light

- ▶ Key moments in my life, or in the lives of close family or friends.
- ▶ Commentary on events or issues that I care about.
- ▶ Posts that reveal our family's current location.
- ▶ Negative commentary.
- ▶ Posts that relate to local, provincial, or federal politics.

Green Light

- ▶ Photographs I am proud to have taken.
- ▶ Opportunities to say positive things about my community.
- ▶ Posts that celebrate travel and exploration.

- ▶ Change the world?
- ▶ Promote products and services?
- ▶ Advocate for causes?
- ▶ Build relationships with specific audiences?
- ▶ Support your community?
- ▶ Grow, maintain, or strengthen personal friendships?
- ▶ Share aspects of your life with family and friends?

Other considerations for your social media plan are both strategic and practical.

Time – How much time do you want to spend on social media? How will it fit into your life/work balance?

Transparency – Use your own name because it inspires caution and accountability.

Audience quality versus quantity – Do you want as many followers as possible? Or, do you want a select following from a specific group, such as media or opinion leaders?

Platform – No two social media platforms are alike, and the most marked difference (other than their interface) is *who* is using it. If you want to be effective on social media, you have to go where your audience is.

Character and tone – Public sector staff are held to high standards. Elected officials can make comments that are more colourful. Many private citizens don't care what they say or who they offend. What standards, boundaries, or codes of conduct will guide your decision making?

Account management – Who will be setting up and managing your accounts? How will passwords be created and managed? If you maintain multiple social media accounts, what software or systems will you use to ensure that you are posting the right information on the right account at the right time?

Your strategy should, at a high level, explain how you will approach your entire social media program. For example: "*I will maintain four personal social media accounts. My personal Twitter and LinkedIn accounts will focus on professional matters. My Facebook and YouTube accounts will focus on my relationships with family and friends.*"

General Guidelines

Create general principles to guide your use of social media. It may be

helpful to ask yourself how you want to be remembered by friends and colleagues, five years after you retire. That will provide a sense of the personal "brand" that you want to cultivate over time.

Describe a code of conduct that will get you there. For example: "*I will not post when I am angry or emotional. I will use positive language. I will not debate topics on social media. I will strive to be polite and productive.*"

To choose where you want to engage, consider your audience and how different platforms are used. For example, Twitter is where news breaks, and tends to attract politically-engaged young adults. Facebook is a more relaxed online atmosphere with adults young and old. Instagram, which focuses mainly on photo and video sharing, has the youngest cohort, with the majority of its users in their 20s (Pew Research Centre, 2015).

Twitter posts are updated in real time, using chronological order, while Facebook and Instagram posts are algorithm driven, meaning posts will appear on a user's newsfeed based on their demographic and previous preferences and habits. For this reason, Facebook can evoke more engagement than Twitter.

Logistics

Provide instructions for the management of your accounts. This is particularly important if staff or volunteers have access to your accounts and post on your behalf. For example: "*I will create and own all my personal accounts. The following people will have access to passwords ... Passwords can be changed using the following process ... And, I will use applications that allow me to shift between different accounts quickly. As such, I recognize the need to always ensure that I am posting on the right account, before I hit send.*"

Of course, social media platforms are free; but, both your time and your personal brand are valuable. Taking the right steps to plan out your presence on social media will save you time – and potentially your reputation – in the long run. MW